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Context to the nugget

Stew talks about notion of positive spill overs across the 4 domains (Self, Work, Home, Community) and describes why finding harmony across domains is a more sustainable than looking at them as trade-offs. He expands on the notion of positive spill overs across domains and specifically talks about some of the elements which are often underappreciated by leaders. He introduces the notion of a four way win where we can look at trying experiments to achieve wins in all 4 domains of life.

Transcription

Deepak Jayaraman (DJ): Just one of the that strikes me about how you think about this and how you frame this you talk about how each of the domains is generative and there are positive spill over effects and rather than looking at these domains as trade-offs so for the purpose of so for the listeners could you talk about what you mean by this and how this different from how people normally see it?

Stewart Friedman (SF): Most people when you talk about work in life, they say balance and I deliberately called our project the work life integration project in 1991 because I knew then and I feel much more strongly now in the wake of decades of experience and evidence that the balance is just a long metaphor even though that's the one in common. You such when you think of the scales and balance your mind automatically goes to the necessity of trade off the necessity of sacrifice in one particular life for success in another part. If I'm gone be successful at work what that means I have to give something else, I have to give up my personal life that how the balance metaphor works in terms of your mind-set. If you keep that a side and use a different metaphor that allows you to contemplate what can I do in my life under my control that allows me to pursue my values the things that matters most to me and to do that in ways that allow me to have some success in all the different parts of my life I worked at home, in the community, myself personally other things that I can do that would allow me to create value in all the different parts either directly or indirectly through a kind of spill over self I take care of myself in a way that I haven't picked for perhaps through exercise or proper nutrition. What can I expect to see as an impact of that change on my performance at work or my relationship with my family and so you start thinking differently about the possibility for what we physiologist call positive spill over or ripple effects which exists when you open your mind to a different kind of metaphor then the scale and balance and you think instead about the pursuit of harmony among the different parts over the course of time then you see a lot more possibility for innovation for creativity, for change under your control that can produce gains or benefits or success as you define it in the different parts and it works when you look for it when you put on a new set of lenses and you look through them to see where are the chances for me to take action that are gone be benefit my family as well my work as well as my network of friends and how I fell about myself personally you start to see those and you see certainly see more of those are

opportunity those possibilities then if you just assume well I have got to give up everything in my personal life for me to become successful in my business.

DJ: As you think about spill overs, I guess some of the spill over are well understood Stew let's say the need to be healthy and that will contribute to my productivity at my work but in your experience over the decade are there spill overs that you see people significantly underestimating when they come to your class?

SF: The most common insight for many people for most people is I need to take care of myself so that I can be there for other people that is by far the most common observation when I take them through the series of exercise that asks them to identify what matters most to them who matters most to them important people in their life at work, at home and community and with those mutual expectations are among those key people and then talking to those key people to really understand what those folks expect of you know what you think they expect but what they actually expect you generate inside about ideas for innovation that you can take to produce what I call this four way wins. So many people come to the realization if I take care of myself I would be less cranky more available, more energetic, and generally better in all my relationship so there is that. But there are many different ideas for innovation that people come up with their nine different kind of experiments that are research team identified over 15 years ago and we looked at the first thousand or so people who have done it these experiment as I call them designed to pursue it Four way win and we classified them and use those nine different types to serve as example for what people can try and to stimulate their own thinking. There are some really basic things that people come up with that they haven't done that they haven't liked be doing like for example delegating more consciously to let go some of the things to do that or not high value and that other people might benefit from doing that for you are to invest more of your time and attention and the things that really matter so that's what the pretty common one. Another one that is often surprising for participants the notion of revelling and engaging with other people and ways that they have before so one of the first sets if exercise is ask people to tell a few stories about their life histories so what has happened in your life since you are born. Three or four critical episodes that have shaped who you are and how you see the world and what you care about right those get reaction from colleague's every-thing that we do is peer to peer coaching exchanges. So you write those stories anything, you had to be willing to disclose those stories there are many episodes and histories that we don't want anyone to know about so what are you willing to disclose and the very first thing I do in my Wharton course for example which just launched last week the very first day that 55 MBA students taking this Elective Course and I have them going them to small groups until tell one of the two other stories and its extremely powerful as a way of building trust having a clear sense of confidence about being able to tell your story and the way that brings other people closer to you and also reviles to them who you are and what you are about and why and so people then say there are more people who could in my life who could benefit from hearing that story or the story of my leadership vision where I want to go 15 years from now why I want to be going there and what I be doing on that day 15 years from today in the morning, in the afternoon and in the evening and why am I doing what I'm doing there are people who might want to hear that and then so they decide to take that idea those stories and share them with people and their lives. In the intention of reviling their values bringing other people closer to them and enhancing their ability to inspire others. So that's the surprise for many other people to realize that telling stories like that can be powerful tool.

Reflections from Deepak Jayaraman

DJ: I am reminded of my experience in running the Half Marathon in Mumbai about 5 years back. I raised funds for a Not for Profit called Salaam Bombay Foundation that works with kids between 11

and 17 who are at the risk of dropping out from school and equips them with Life Skills, Leadership Skills and perspectives on careers. Since I had raised a reasonable chunk of money for them, they gave me an opportunity to record a song with Shaan the Bollywood singer in his studio in Bandra. We as a family are into music, so I took my wife, my daughter and my sister along and we recorded a couple of tracks with Shaan. That memory will stay with us for the rest of our lives. This is a case where I felt I was at my fittest when I trained for the Half Marathon, Was definitely more alive at work, made a difference to Salaam Bombay Foundation and recorded a memory with family. I would have to confess that this was not deliberate and I just happened to tick the four boxes by chance but reflecting on what Stew says, I feel there are enough opportunities for us to integrate the 4 domains.

And I like the fact that Stew says that we need to craft experiments to start moving in that direction. Things are not going to present themselves in packages. We will have to craft those bespoke solutions and move forward to integrate the various domains.

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End of nugget transcription

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Stewart Friedman - Nuggets

- 40.00 Stewart Friedman - The Full Conversation
- 40.01 Stewart Friedman - 4 porous domains - Self, Work, Home and Community
- 40.02 Stewart Friedman - Positive spillovers across domains
- 40.03 Stewart Friedman - Role of Authenticity, Integrity and Creativity
- 40.04 Stewart Friedman - Tradeoffs by stage of life - Early career, Mid-life, End-career
- 40.05 Stewart Friedman - Technology and psychological interference
- 40.06 Stewart Friedman - Managing stakeholder expectations
- 40.07 Stewart Friedman - Role of a Coach in Work-life integration
- 40.08 Stewart Friedman - Flex the current context or reboot?

About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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